

Flambeau Hospital, Inc.  
98 Sherry Avenue  
Park Falls, WI 54552-0310  
(715) 762-2484

Type:                   GMS  
Control:           Other Not for Profit  
Fiscal Year:   10/01/01 to 09/30/02

County:                   Price  
Analysis Area:   Western Lake Superior (7)  
Volume Group:   3

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	22.2%	57.4%	0.39	27.8%	0.80	33.3%	0.67	27.9%	0.79
Obstetrics	11.5%	39.6%	0.29	16.5%	0.69	20.6%	0.56	11.5%	1.00
Pediatrics	. %	48.0%	.	5.0%	.	13.4%	.	. %	.
Total hospital	20.9%	55.9%	0.37	26.0%	0.80	31.9%	0.66	25.7%	0.81
Average Census (Patients)									
Adult medical-surgical	7.3	30.4	0.24	10.8	0.68	7.7	0.94	9.2	0.79
Obstetrics	0.6	3.9	0.15	0.6	0.90	0.9	0.65	0.6	1.00
Pediatrics	0.0	1.8	0.00	0.0	0.00	0.1	0.00	0.0	.
Total hospital	8.8	55.4	0.16	12.1	0.73	10.4	0.84	10.8	0.81
Average Length of Stay (Days)									
Adult medical-surgical	3.3	3.9	0.83	3.5	0.94	3.3	1.00	3.5	0.93
Obstetrics	2.0	2.4	0.83	2.2	0.92	2.2	0.89	2.3	0.87
Pediatrics	.	2.4	.	1.8	.	1.9	.	.	.
Total hospital	2.9	4.3	0.67	3.1	0.94	3.0	0.96	3.1	0.95
Surgical Operations									
Inpatient	158	1,424	0.11	212	0.74	218	0.72	225	0.70
Outpatient	512	3,187	0.16	745	0.69	963	0.53	541	0.95
Inpatient as % of all surgeries	23.6%	30.9%	0.76	22.2%	1.06	18.5%	1.28	29.4%	0.80
Outpatient Visits									
Non-emergency visits	23,999	75,046	0.32	21,893	1.10	24,411	0.98	23,830	1.01
Emergency visits	4,275	14,086	0.30	7,123	0.60	5,581	0.77	4,323	0.99
Full-time Equivalents (FTEs)									
Administrators	8.0	14.8	0.54	5.1	1.56	5.1	1.56	0.0	.
Nurses, licensed	37.5	160.1	0.23	46.3	0.81	40.3	0.93	43.4	0.86
Ancillary nursing personnel	21.3	54.3	0.39	18.2	1.17	13.8	1.54	22.1	0.96
All other personnel	88.8	384.2	0.23	104.3	0.85	94.8	0.94	92.6	0.96
Total FTEs	155.5	613.5	0.25	174.0	0.89	154.0	1.01	158.2	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	38.0	14.6	2.60	17.3	2.20	20.5	1.85	0.0	.
Nurses, licensed	178.1	157.9	1.13	156.4	1.14	161.4	1.10	190.2	0.94
Ancillary nursing personnel	101.0	53.6	1.89	61.6	1.64	55.4	1.82	96.8	1.04
All other personnel	421.8	378.9	1.11	352.2	1.20	380.1	1.11	405.9	1.04
Total FTEs	739.0	605.0	1.22	587.6	1.26	617.4	1.20	692.9	1.07

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	42	Health maintenance		Beds set up and staffed	33	Bassinets	5
Discharges	1,230	organization (HMO)	Yes	Discharges	132	Total births	89
Inpatient days	3,205	Preferred Provider		Inpatient days	1,048	Newborn days	172
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 09/30/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical:							
Adult medical-surgical, acute	1	33	819	2,668	22.2%	7.3	3.3
Orthopedic	2	0	0	0	. %	0.0	.
Rehab. and physical medicine	2	0	0	0	. %	0.0	.
Hospice	2	0	0	0	. %	0.0	.
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	2	0	0	0	. %	0.0	.
Obstetrics	1	5	105	209	11.5%	0.6	2.0
Psychiatric	5	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	5	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	1	4	174	328	22.5%	0.9	1.9
Step-down (special care)	2	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	5	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	2	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.

Note: data should be used only in rows; do not summarize columns.

\* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/asst. administrators	8	0	8.0	Radiological services personnel	4	2	5.0
Physicians and dentists	0	0	0.0	Occupational therapists	1	1	1.8
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	1	2	1.8
Registered nurses	19	31	36.5	Physical therapists	3	1	3.8
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	1	2	1.8
Licensed practical nurses	1	0	1.0	Recreational therapists	0	0	0.0
Ancillary nursing personnel	11	20	21.3	Psychologists	0	0	0.0
Physician assistants	0	0	0.0	Social workers	0	2	1.6
Nurse Practitioners	0	0	0.0	All other health professionals	1	25	7.7
Medical records personnel	6	2	6.4	All other personnel	29	31	46.8
Pharmacy personnel	2	4	3.7				
Clinical laboratory personnel	8	1	8.2	TOTAL	95	124	155.5

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$18,332,700	Cash and cash equivalents	\$684,641	Current liabilities	\$2,600,484
Less deductions	5,998,759	Net Patient receivables	1,841,846	Long-term debt	3,212,537
Net patient revenue	12,333,941	Other receivables	263,914	Other liabilities	0
Plus other revenue	568,507	Land, bldgs and equip: Net	5,905,371	Subtotal	5,813,021
Total revenue	12,902,448	Other assets	319,080		
Less expenses	12,591,284			Unrestricted fund balance	3,201,831
Nonoperating gains/losses	-860,101	Total Assets	\$9,014,852	Total liabilities & fund balance	\$9,014,852
Net Income	\$-548,937			Restricted fund balances	\$0

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [ \$9,821,307]	53.6%	41.7%	1.29	44.2%	1.21	41.1%	1.30	52.8%	1.02
Medical Assistance [ \$1,885,849]	10.3%	9.0%	1.14	16.5%	0.62	8.2%	1.25	9.9%	1.04
Commercial [ \$5,649,580]	30.8%	43.2%	0.71	31.7%	0.97	45.2%	0.68	31.8%	0.97
All other [ \$975,964]	5.3%	6.1%	0.87	7.6%	0.70	5.5%	0.98	5.5%	0.96
Deductions as % of Total Gross Patient Revenue									
Medicare [ \$4,392,848]	24.0%	23.7%	1.01	21.5%	1.11	20.7%	1.16	23.8%	1.01
Medical Assistance [ \$949,378]	5.2%	6.0%	0.87	8.0%	0.65	4.6%	1.12	4.2%	1.23
Commercial [ \$362,100]	2.0%	9.4%	0.21	2.4%	0.82	7.3%	0.27	2.0%	1.00
Charity care [ \$85,548]	0.5%	1.2%	0.39	1.2%	0.39	0.7%	0.67	0.4%	1.10
All other [ \$208,885]	1.1%	1.4%	0.80	1.0%	1.13	0.5%	2.12	1.3%	0.89
Total deductions [ \$5,998,759]	32.7%	41.7%	0.78	34.1%	0.96	33.8%	0.97	31.7%	1.03
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	4.4%	5.1%	0.87	2.3%	1.92	4.2%	1.06	4.6%	0.96
Net gains/losses as % of net income	156.7%	5.3%	29.58	-11.6%	-14	3.5%	44.14	-417.2%	-0.38
Expenses as % of Total Expenses									
Salary/fringe benefit[ \$6,532,570]	51.9%	47.8%	1.09	55.6%	0.93	51.3%	1.01	53.0%	0.98
Supplies and services[ \$4,418,125]	35.1%	40.5%	0.87	31.6%	1.11	35.9%	0.98	33.1%	1.06
Capital component [ \$1,266,413]	10.1%	8.7%	1.16	8.3%	1.21	9.2%	1.09	10.8%	0.93
Bad debt [ \$374,176]	3.0%	3.0%	1.00	4.5%	0.66	3.6%	0.82	3.1%	0.97
Fiscal Statistics									
Operating margin	2.4%	6.1%	0.40	4.0%	0.60	7.1%	0.34	5.3%	0.46
Total hospital profit margin	-4.6%	6.4%	#	3.6%	-1.3	7.4%	#	1.1%	-4.30
Return on equity	-17.1%	10.0%	-1.71	9.1%	-1.88	9.9%	#	3.5%	-4.94
Current ratio	1.2	2.5	0.47	1.6	0.77	3.8	0.31	1.4	0.86
Days in net patient accounts receivable	54.5	57.8	0.94	60.3	0.90	62.9	0.87	.	.
Average payment period	80.7	52.6	1.54	81.3	0.99	51.0	1.58	78.3	1.03
Equity financing	35.5%	56.2%	0.63	45.0%	0.79	55.6%	0.64	38.7%	0.92
Long-term debt to equity ratio	1.0	0.5	2.11	0.7	1.44	0.6	1.76	0.9	1.07
Times interest earned	-0.8	5.0	#	3.3	-0.23	5.0	-0.15	1.4	-0.55
Total asset turnover	1.4	0.9	1.63	1.1	1.26	0.7	1.92	1.3	1.08
Average age of plant: years	9.3	9.5	0.97	9.0	1.03	9.1	1.01	8.1	1.15
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	4.2%	.
Output gross rev (% of total gross pt. rev)	58.3%	44.1%	1.32	57.5%	1.01	61.8%	0.94	54.0%	1.08
Net Revenue Statistics									
Inpatient net revenue per discharge	\$4,706	\$7,870	0.60	\$4,540	1.04	\$4,633	1.02	\$4,616	1.02
Inpatient net revenue per day	\$1,612	\$1,834	0.88	\$1,386	1.16	\$1,631	0.99	\$1,551	1.04
Outpatient net rev per visit	\$253	\$343	0.74	\$268	0.94	\$306	0.83	\$223	1.13